

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Unified Communications

Muriel Bowser
Mayor



Karima Holmes
Director

October 1, 2020

Dear Commissioner Nugent,

The Office of Unified Communications (OUC) is in receipt of Advisory Neighborhood Commission 4C's **Audit Request and Process Improvements for the Office of Unified Communication** letter dated September 9, 2020.

The mission of the OUC is to provide accurate, professional and expedited emergency and non-emergency call management for the District of Columbia while maintaining radio interoperability between 27 local, regional and federal first responder agencies and other partners in the District and across the National Capital Region (NCR). The OUC operates and maintains 10 radio tower sites, over 8,000 radios for the city's police, fire and emergency medical services personnel, along with a regional cache of close to 1,000 radios which are deployed for planned events like Inauguration and unplanned occurrences such as protests or major weather systems, as well as thousands of first responder mobile data computing units, and other handheld devices. All told, the District's 911 center processes over 3 million 9-1-1 and 3-1-1 calls and 12 million push to-talk radio transmissions annually.

The OUC maintains a vast and dynamic operation and remains firmly committed to serving District residents and fulfilling its critical role in coordinating the most appropriate responses to all 911 and 311 calls. That said, we are confident in our performance and welcome an audit of our 911 Operations Division.

In regard to our 311 Operations Division, in FY19, 311 took 1.7 million calls and processed over a half million service requests. As you know, this division supports the submission of scheduled service requests through several platforms, including telephone, web, and mobile applications. Users can also engage with the division to report a missed scheduled service. To be clear, however, the OUC is not responsible for the provision of city services. Instead, the city agencies that provide such services have service-level agreements which outline the expected level of performance for each request type. Accordingly, the 311 Division serves as a one-stop conduit for convenient access to methods of requesting services from servicing agencies and following up on their status. Additionally, the 311 Division does not close service request tickets, as this is the responsibility of the respective servicing agency.

Nonetheless, ensuring that customer expectations are met is of paramount importance and a collaborative effort. In fact, under the leadership of the City Administrator's Office, the OUC and DC government servicing agencies are actively engaged in a standing 311 Working Group which was created to formalize policies and procedures to guarantee the quality of services accessed through 311 platforms.

The 311 Operation continues to be recognized broadly for demonstrating ingenuity in employing strategies and best practices for improving citizen experiences. As such, we value all feedback and will



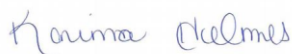
continue our work to implement system enhancements to optimize the user experience whenever possible.

Please visit the following links to view publicly available 311 data here [311 Map](#) and here [311 Cards](#).

Specific responses to the recommendations listed in the letter are as follows:

1. The Capsule CRM tool is designed to require comments describing the actions taken when requests are closed and the data provided comes directly from the servicing agency. In the event a service request is misrouted, it is either transferred or closed. If transferable, the service request is updated with the correct request type, required fields and any additional comments. The service request is assigned a new SLA and the customer receives notification to the email address provided. Servicing agencies are instructed to close requests when complete. If a customer feels a request has been preemptively closed, then they have the option to add additional comments to the closed request that are transmitted to the servicing agency.
2. Capsule does not have functionality that will escalate service requests with missed SLAs. The District uses internal reports to monitor service request performance. Customers are provided the expected SLA when the request is submitted. Should the SLA be missed, customers can call 311 to be transferred to the servicing agency for additional information regarding status. Also, duplicate service request detection is a configurable option whose application is determined by the servicing agency. When implemented, duplication detection is based on request type(s), location and timeframe.
3. SLAs are based on the operating requirements of the servicing agency. Where some agencies operate on the weekend and calendar day SLAs is appropriate other agencies do not and business days is applicable. Customers are provided the expected SLA and the determination of how the SLA is calculated when the request is submitted.
4. We currently take requests for 12 agencies whose services and SLAs are published to the online portal and mobile application. As new and appropriate services/agencies are identified to be incorporated under the 311 portfolio, the OUC works to do so. We provide information via a knowledge base, FAQs and connect customers with agency subject matter experts when appropriate.
5. There are limitations around how standardizing communication can be achieved, as each service request workflow is unique as are the agencies requirements and processes undertaken to fulfill them. Currently, the service request management platform provides an immediate response/notification upon submission of a service request to the associated email address, which includes the expected completion date. If a request has not been filled as expected or within the SLA the customer can call 311 and escalate to the servicing agency clearinghouse or customer service designee. Nonetheless, the 311 Working Group is actively engaged in trying to address this issue and all others brought to our attention by stakeholders to ensure the best overall user experience.

Sincerely,



Karima Holmes
Director